

EXECUTIVE CAREER SERVICE

FISCAL YEAR-1980 ANNUAL PERSONNEL REPORT

1. To begin the FY-1980 Annual Personnel Report (APR) Analysis of the Executive Career Service (ECS) several factors which influence the statistics within the ECS must be noted:

First, and most significantly, in January of 1980, the Office of Personnel Policy, Planning, and Management was moved from the Directorate of Administration and established as an Independent Office within the DCI Area. This move added more than careerists to the ECS, and makes analysis of FY-1980 data more difficult because information on the ECS prior to FY-1980 has not been adjusted to include OPPPM data.

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2. During FY-1980 the ECS established separate Advisory Panels for GS-08 and above secretarial personnel in the Career Service, and for all GS-12 and below employees (except GS-08 and above secretaries) assigned to the O/DCI, Comptroller (O/COMPT) and RMS/CTS. The effect of these moves is to create two Career Subgroups which are not tied to any individual organizational entity. While the careers of the employees under the purview of the two new panels are of concern to and managed by the officers whom they serve, the data provided by aggregating the group is misleading because there is no method for managing the group as a whole to influence the statistics, or for affecting management practices, except through suggestions or guidance from the Panel or Head of the Career Service to individual managers.

3. The size and composition of the six smaller independent offices is a factor which impacts on those offices' managers' ability to recruit and to manage their work force. With regard to size, the managers of the smaller offices -- Public Affairs (OPA), Equal Employment Opportunity (O/EEO) and the Legislative Counsel (OLC) have difficulty changing the office Affirmative Action profile because of lower attrition rates and the need to recruit trained officers, as opposed to hiring at entry levels and training personnel on the job. The office functions just do not lend themselves to anything but recruitment of personnel who have established their bona fides and proven that they are capable of performing the important functions to which they are assigned. As office functions and personnel ceilings increased, recruiting was carried out primarily inside the Agency and was therefore hindered by the lack of an ethnically representative population from which to choose. Offices such as the Inspector General (O/IG), O/COMP and to a lesser degree OLC have only limited control over many of their professional personnel gains because their jobs are offered on a rotational basis to careerists from other Agency components. This in turn affects the profile of the E Career Service as far as Affirmative Action Plans are concerned. A certain amount of selectivity or control can be exercised over the quality of the officer taken on rotation, but offices are usually not in a position to refuse candidates because they do not enhance the EEO profile.

4. The ECS On Duty Strength (ODS) has shown stability insofar as its overall total is concerned. There has been a slight (six percent) increase in professional strength and a corresponding decrease in clerical strength. It is difficult to attribute this change to any single or series of factors, but one which comes readily to mind, and one which should be monitored to determine whether it is causing the change is the tendency to convert clerical slots to professional. Actions of this sort change the professional-clerical ratio and over an extended period could create problems if too great an imbalance is permitted. Within the ECS subgroups, O/EEO and the General Counsel (OGC) have increased their ODS. O/EEO has increased its ODS 75 percent during the FY-76 to FY-80 period, and the Office is now at ceiling [redacted]. The General Counsel has increased its professional strength significantly during the past fiscal year. At one time there were thirteen vacancies in authorized attorney strength. Through intensive recruitment, the number of vacancies has been significantly reduced.

5. Although there was no overall ECS Affirmative Action Plan (AAP) for FY-80, several offices retained active 20-5-2 plans. It is not possible to state that the Women and Minority ODS is the result of an AAP. Nevertheless, women and minorities represent a significant part of the ECS ODS. At the end of FY-80, women represented 58 percent and minorities represented 11 percent. The total representation (69 percent) represents a modest (four percent) gain over FY-79 statistics. In spite of the problems cited in paragraph three of this memo there have been some definite gains in the minority and women employment categories. The IG Audit Staff has made substantial progress in hiring minorities and women for professional auditor positions. The four females (one black) and two black male officers represent [redacted] of the Audit Staff professionals. The IG Inspection Staff similarly has successfully recruited a significant number of minorities and women (24 percent) for rotational assignments. The Office of Personnel Policy, Planning and Management (O/PPPPM) has traditionally been a leader in the employment of women and minorities. Of its total ODS of [redacted] women represent 65 percent and minorities represent 13 percent. The impact of the past and current hiring freeze will be assessed more fully in next year's APR. Suffice it to say that the current freeze will have a significant impact on recruiting and hiring through the remainder of FY-81. The results hoped for by O/PPPPM and other offices following their increased recruitment of Hispanics will obviously be diminished.

6. Losses over the past five years are probably similar in pattern to other Agency components. As a result of Agency-wide reductions-in-force there was an increase of 68 percent in resignations and retirements in FY-78. The number of resignations and retirements continued at the same level in FY-79, but during FY-80 increased by 11 percent. The significance of these trends is apparent as is the cause. As the number of experienced personnel leave through either resignation or retirement, the tendency within an office

is to decrease the numbers reassigned out -- rotational or otherwise. This has the deleterious effect of lessening the exposure and broadening that Agency officers should have before they move on to senior managerial or substantive assignments. Causal factors are numerous -- compression of upper level pay and a perceived ability to do better elsewhere on the part of the clericals are a few that come readily to mind.

7. The only undesirable gain pattern is in the area of EOD's, primarily clerical EOD's. Until recently the Agency at large experienced a drastic shortfall in the number of secretarial personnel needed. This did not impact quite as severely on the ECS as it did on other parts of the Agency because of a slightly higher ECS clerical grade structure. The impact was felt through a decreased willingness on the part of other component managers to release secretaries/typists to new assignments and to a lesser extent through an inability to acquire new EOD's through the Clerical Staffing Branch. Fiscal Year 1979 saw a 45 percent reduction in clerical EOD's. This trend continued into FY-80, when there was a 33 percent reduction in clerical EOD's. One can only hope that the current freeze isn't retained too long or officers may be forced to take on more of the clerical tasks than they have at present.

8. As previously mentioned, although there were no Affirmative Action Plans as such for FY-80, many offices continued to keep active their 20-5-2 ODS goals. Only one conversion in FY-80 was the result of a program (PUMP, the O/PPPM Upward Mobility Program). Little direct hiring is being done in the ECS, and while the ECS has selected minorities (in the MEC system) to be hired, the hiring freeze prevented all but 1 from coming on board. The IG Audit Staff, OGC and O/PPPM have been active in the recruitment of both minorities and women. During FY-80 OGC hired one woman attorney, while O/PPPM hired two (including one black) women Personnel Officer Trainees (POT's). The Affirmative Action Plan being developed by the DCI Area EEO Officer and the member Offices of the ECS for FY-81 projects continued strong efforts in this area. Results, however, will be affected by the length of the current hiring freeze. There are no discernible promotion trends, and the DCI Area EEO Officer reports that he cannot tell that Affirmative Action Plans had any significant effect on promotions during FY-80. The Uniform Promotion System works well in the ECS, and we can report that FY-80 goals have been achieved. New goals were established for FY-81 and the DCI Area EEO Officer is working to establish Affirmative Action Promotion Goals within each ECS component.

9. PRA's in the ECS are monitored at both the Office and Career Service level on a monthly basis. Extended PRA's are being watched very closely and at the close of FY-80 the ECS had only three PRA's that extended beyond the initial two-year period. Reassignments, administrative action and an infrequent position reclassification are the methods by which ECS PRA's are resolved.

10. The four counseling cases reported for FY-80 were in O/PPPM. Three were counseling cases from previous years. Two of the four individuals were reassigned during FY-80 and the ECS is hopeful this action will enable them to upgrade their performance. One employee has submitted his resignation to be effective 30 January 1981, and the fourth has managed to improve his performance to a proficient level in his current assignment.

11. There were a total of [REDACTED], GS-13 to SIS-3, identified on the ECS SODP. Ten women, five black and two Hispanic officers are included in that number. During FY-80 there was one officer on rotational assignment within the ECS and eight on inter-directorate assignments outside the ECS. Again the DCI Area EEO Officer is working with ECS components to insure that where possible Affirmative Action Plans will impact on the SODP.

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FY 80-APR
COUNSELING CASE

PROFESSIONAL AND TECHNICAL COUNSELING CASES

EXECUTIVE CAREER SERVICE

TOTAL	SIS-4 & UP	SIS-3	2	1	GS-15	14	13	12	11	10	9	8	7 & BELOW
4								2			1		1

DISPOSITION DURING YEAR

COUNSELLED	4							2			1		1
RESIGN./TERM.													
RETIRED													
REASSIGNED	3							1			1		1
REDUCED TO LOWER GRADE													
REC'D REMED. TRAINING													
NO ACTION	1							1					

HOW MANY OF THESE INDIVIDUALS WERE SO IDENTIFIED IN ANY PREVIOUS YEAR?

TOTAL	3							2			1		
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